

STANDARD FORM NO. 64

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M-1067

Office Memorandum • UNITED STATES GOVERNMENT

TO : Colonel Matthew Baird

CONFIDENTIAL

DATE: 23 July 1952

25X1A

FROM :

SUBJECT:

1. Forwarded herewith is a copy of the paper I was talking to you about at lunch the other day.

2. While it applies to Communications personnel, I feel that the general philosophy set forth could be equally well applied to other personnel of the Agency if the word "Communications" is deleted.

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Office Memorandum • UNITED STATES GOVERNMENT

C O P Y

CONFIDENTIAL

DATE: 14 January 1952

TO :

FROM :

SUBJECT: Philosophy of Personnel Assignments

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1. I think it well that you have an understanding of the basic philosophy which has been followed for the past two years in the assignment of personnel and the reasons therefor.
2. The United States had no statutory covert intelligence agency until 1947 and while OSS operated extensive clandestine communications facilities during the war, due to the character of the organization and the manner in which it was demobilized, with complete dissolution impending, no high level personnel with well-rounded executive communications experience remained to later accept employment with CIA. As a result, a few young or quite junior individuals, officers and civilians, highly specialized in some one field of communications, plus a few reserve officers from the military services also with specialized interests, make up the nucleus around which we are endeavoring to build a corps of communications officers suitable for high level executive assignments in the civilian intelligence service of the United States.
3. There is no place, including the military services, where experienced civilian intelligence communications officers can be obtained. They have to be made. We must make them from the material we have. I do not believe that lateral transfers of high level communications executives from other government agencies will be adequate to meet our needs. Employment of carefully selected high level people with broad communications experience is very desirable to insure the best possible success for the United States intelligence program, but unless there are big cuts in the military appropriations I doubt that large numbers of really qualified people will become available. We must not become a haven for cast-offs of other Government agencies.
4. Because of the foregoing, assignments of potentially high level people have been made with a view toward broadening the individual's knowledge and experience in the overall field of communications and in government organization, as well as to provide a basis for assessment of the individual's ability as an executive without regard to whether he was best suited by previous experience for his assignment. In accordance with this concept, I have tried to arrange for the assignment of people to jobs or to areas for which they were not qualified by previous experience in order for them either to become qualified in the particular thing (or place) to which they were assigned or to demonstrate their inability along that line.
5. There is nothing very new or radical about such a concept, particularly during the shake-down stage of an organization, but we are

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doing it at a much higher level and with older men than is customary in the military or other government organizations. In the military and other government communications services, the individuals who hold executive positions have had extensive schooling in military matters and administration, or courses frequently of graduate level or above in communications, plus a considerable amount of general government experience gained before they reach positions of authority. Most of our people have not. They have qualifications in some one specialized field in communications, and we are endeavoring to round them off and pick out the ones with executive and administrative ability. Due to shortage of people we are in the position of having to assign our personnel broad executive or staff responsibilities while they are still in a training phase. It is recognized that at the same time we are passing through this training phase important jobs must be done and be done reasonably well. For this reason I have assigned individuals to high level jobs, and particularly to key posts, who appeared to have maturity of judgment and who are reasonably competent. That is one of the reasons I have placed so much emphasis on age.

6. Very naturally this has not been a popular program with civilian men and women of middle age who have very definite ideas about their own capabilities and their likes and dislikes. Also, area and division chiefs, terribly short of people anyway, and with broad responsibilities, are not very receptive, in practice, to such a program no matter how necessary or logical they may realize it is to the best interests of the United States on a long range basis.

7. I strongly advocate a continuation of the philosophy set forth above in the rotation and assignment of personnel of high as well as intermediate grades. Present lower level personnel and the new trainees now coming out of our training school will gain their experience over the years by planned rotation, so they do not present the same problem.

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